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**THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES AND
TURNOVER INTENTION AMONG PRIVATE HOSPITAL EMPLOYEES IN
NEGERI SEMBILAN**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
APRIL 2019**

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TURNOVER INTENTION AMONG PRIVATE HOSPITAL EMPLOYEES IN
NEGERI SEMBILAN**

By

KEERTIGA A/P S.RADAKRISHNAN



**Dissertation Submitted to
School of Business Management,
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Management**



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ABSTRACT

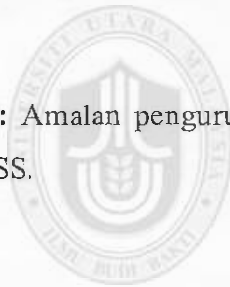
Employee turnover provide direct and indirect indicator towards organizational productivity. There are many elements contribute to turnover intention in organization. The purpose of this study to examine the relationship between Human Resource (HR) practice to turnover intention. The survey of this research involved 200 respondents among private hospital employees in Negeri Sembilan. Self-administrative question was applied for data collection among respondents. The raw data was analysed by SPSS version 23 and descriptive and inferential analysis was conducted to fulfil the objective of the research. Regression analysis revealed that there is significant relationship between HR Practices and turnover intention as in the breakdown of the dimension, career growth and training and development has a significant relationship towards turnover intention among private hospital employees in Negeri Sembilan. However, compensation relationship towards turnover intention is not significant enough. It is hoped this research will support to identify other HR Practices features contributing to turnover intention among employees. Future research should include a larger number of hospital in different state.

Keywords: Human Resource, Turnover Intention, SPSS, Human Resource Practices

ABSTRAK

Pusing ganti kerja kalangan pekerja menyediakan penunjuk langsung dan tidak langsung ke arah produktiviti organisasi. Terdapat banyak elemen yang menyumbang kepada niat pusing ganti kerja kalangan pekerja. Tujuan kajian ini untuk mengkaji hubungan antara amalan Sumber Manusia dengan niat pusing ganti kerja kalangan pekerja. Kajian tinjauan ini melibatkan 200 responden di kalangan pekerja hospital swasta di Negeri Sembilan. Soal pentadbiran sendiri digunakan untuk pengumpulan data di kalangan responden. Datanya dianalisis dengan menggunakan SPSS versi 19 dan analisis deskriptif dan inferential dijalankan untuk memenuhi objektif kajian. Analisis regresi menunjukkan bahawa terdapat hubungan bererti di antara amalan sumber pengurusan manusia dan niat pusing ganti kerja kalangan pekerja. Penyelidikan masa depan perlu memasukkan sejumlah besar hospital di negeri yang berbeza.

Kata Kunci: Amalan pengurusan sumber manusia, Niat pusing ganti kerja kalangan pekerja, SPSS.



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CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

In today's world of growing competition and economic performance of an organization, turnover among employees is still an important attention by researchers in many industries. When turnover rate getting higher among employees, its showing a signal that major weakness towards organizations success. This is due to the fact that employees are the important players to determine performance of organization and survival. Nevertheless, in discovering answer for such issue, there is importance to examine the most essential and valid factors which are affecting the turnover of employee's turnover intention in their organization. The key objective of this section is to highlight the background information concerning with this study. First of all, this chapter discuss the background of study. Subsequently statement of problem, research objectives and research questions, significant of the study, scope of the study, definition of key variables and organization of thesis.

1.1 BACKGROUND OF THE STUDY

To help their living individuals take part in various kinds of activities, organizations and works. In any case, the timeframe that individuals spent in these activities is undeterminable because of various reasons. Individuals will change or leave their work

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APPENDICES



**SCHOOL OF BUSINESS MANAGEMENT
COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA**

Dear Sir / Madam:

I am pleased to inform you that I am currently conducting a survey entitled The Influence of HR practices on turnover intention among Hospital employees in Negeri Sembilan. The study intends to examine the relationship between HR Practices towards turnover intention among hospitals employees.

Hence, I would be very grateful if you could answer all of the questions in the survey. The survey should take about 30 minutes to complete. Please answer all questions and return the completed questionnaires promptly.

Please note that your response is private and confidential. Individual respondents will not be identified in any data or reports. If you have any enquires about the survey, kindly contact me at 012-6308150 or email rkeertiga@gmail.com.

Thank you very much for considering your involvement, time and cooperation in this survey.

Yours sincerely,

Keertiga S.Radakrishnan
School of Business Management
College of Business,
Universiti Utara Malaysia
06010 Sintok,
Kedah

PART I: DEMOGRAPHIC QUESTIONS

The following questions deals with the basic information about yourself.

Please tick (/) in the appropriate box.

1) What is your age?

☐

18-24

☐

25-34

☐

35-44

☐

45-54

☐

55 years and above

2) Marital Status:

☐

Single

☐

Married

☐

Divorced

3) Race

☐

Malay

☐

Chinese

☐

Indian

☐

Others (please specify):

4) Highest education level:

☐

SPM

☐

STPM

☐

DIPLOMA

☐

BACHELOR
/DEGREE

☐

MASTER

☐

PHD

5) Length of employment in this hospital:

☐

Less than 1 year

☐

1-4 years

☐

5-9 years

☐

10-14 years

☐

15-19 years

☐

20 years and above

6) Department

☐

Medical

☐

Non-Medical

RATING SCALE

Strongly Agree		Strongly Disagree		
1	2	3	4	5

PART 2:HRM PRACTICES

Please tick (/) in the appropriate box to indicate your level of agreement for each statement below.

Item	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am satisfied with the attractive salary offered by this hospital.	1	2	3	4	5
2.	The amount of salary and allowance that I obtain depends on my performance.	1	2	3	4	5
3.	I am satisfied with process used to determine my non-financial rewards (awards and benefits)	1	2	3	4	5
4.	The amount of income I receive reflect on what I deserve.	1	2	3	4	5
5.	Rewards (bonuses, awards and benefits)that I received depends on my performance.	1	2	3	4	5
6.	My present job moves me, closer to my career goals	1	2	3	4	5
7.	My present job is, relevant to my career goals and vocational growth.	1	2	3	4	5
8.	My present job sets, the foundation for the of my career goals.	1	2	3	4	5

9.	My present jobs provide encourage me to continually gain new job related skills.	1	2	3	4	5
10.	My present job encourages me, to continually gain new job-related knowledge.	1	2	3	4	5
11.	My present job encourage me ,to accumulate richer work experience.	1	2	3	4	5
12.	My present job enable me, to continuously improve my professional capabilities.	1	2	3	4	5
13.	My promotion speed in the present hospital is fast.	1	2	3	4	5
14.	The probability of being promoted in my present hospital high.	1	2	3	4	5
15.	Compared with previous organization, my position in my present one is ideal.	1	2	3	4	5
16.	Compared with my colleagues I am being promoted faster.	1	2	3	4	5
17.	My salary is growing quickly in my present organization.	1	2	3	4	5
18.	In this organization, the possibility of my current salary being increased is very large.	1	2	3	4	5
19.	Compared with my colleagues my salary has grown quickly.	1	2	3	4	5
20.	Extensive training and development programs are offered by the organization to improve my job skills.	1	2	3	4	5
21.	The training provided by the organization help me to enhance my work performance.	1	2	3	4	5
22.	Training programs offered by the organization help me to develop varieties of skills and ability.	1	2	3	4	5
23.	Career counselling and planning assistance are provided to all employees.	1	2	3	4	5
24.	Opportunities for advancement are available to all employees.	1	2	3	4	5

PART3: TURNOVER INTENTION

Please tick (/) in the appropriate box to indicate your level of agreement for each statement below.

Item	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am actively, looking for a job, outside this hospital.	1	2	3	4	5
2.	As soon as, I can find a better job ,I will leave this hospital.	1	2	3	4	5
3.	I am seriously thinking about quitting my job.	1	2	3	4	5
4.	In the last few months, I think seriously about looking for a job in the other sectors.	1	2	3	4	5
5.	Taking everything into considerations, there is like hood that I will make a serious effort to find new job within the next year.	1	2	3	4	5

<THANK YOU FOR YOUR TIME AND PARTICIPATION>



Universiti Utara Malaysia

Reliability Test

Reliability Statistics for HR Practices (IV)

CAREER GROWTH REALIBILITY

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

RELIABILITY STATISTICS	
Cronbach's Alpha	N of Items
.963	14

COMPENSATION REALIBILITY

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

RELIABILITY STATISTICS	
Cronbach's Alpha	N of Items
.953	5

TRAINING AND DEVELOPMENT REALIBILITY

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

RELIABILITY STATISTICS	
Cronbach's Alpha	N of Items
.941	5

Reliability Statistics for Turnover Intention (DV)

		N	%
Cases	Valid	155	100.0
	Excluded ^a	0	.0
	Total	155	100.0

RELIABILITY STATISTICS	
Cronbach's Alpha	N of Items
.959	5

FREQUENCY TABLE

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	29	18.7	18.7	18.7
	25-34	54	34.8	34.8	53.5
	35-44	33	21.3	21.3	74.8
	45-54	23	14.8	14.8	89.7
	55 years and above	16	10.3	10.3	100.0
	Total	155	100.0	100.0	

MARITAL					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	74	47.7	47.7	47.7
	married	70	45.2	45.2	92.9
	divorced	11	7.1	7.1	100.0
	Total	155	100.0	100.0	

RACE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	59	38.1	38.1	38.1
	Chinese	52	33.5	33.5	71.6
	Indian	44	28.4	28.4	100.0
	Total	155	100.0	100.0	

EDUCATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	6	3.9	3.9	3.9
	STPM	1	.6	.6	4.5
	Diploma	18	11.6	11.6	16.1
	Bachelor / Degree	101	65.2	65.2	81.3
	Master	26	16.8	16.8	98.1
	PHD	3	1.9	1.9	100.0
	Total	155	100.0	100.0	

EMPLOYMENT					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	24	15.5	15.5	15.5
	1-4 years	41	26.5	26.5	41.9
	5-9 years	37	23.9	23.9	65.8
	10-14 years	27	17.4	17.4	83.2
	15-19 years	14	9.0	9.0	92.3
	20 years and above	12	7.7	7.7	100.0
	Total	155	100.0	100.0	

DEPARTMENT					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Medical	93	60.0	60.0	60.0
	Non-Medical	62	40.0	40.0	100.0
	Total	155	100.0	100.0	

REGRESSION TABLE

MODEL SUMMARY ^B					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.809 ^a	.655	.653	.45447	1.704

a. Predictors: (Constant), IV

b. Dependent Variable: DV

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.028	1	60.028	290.632	.000 ^b
	Residual	31.601	153	.207		
	Total	91.629	154			

a. Dependent Variable: DV

b. Predictors: (Constant), IV

COEFFICIENTS ^A						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.590	.225		2.619	.010
	IV	.887	.052	.809	17.048	.000

a. Dependent Variable: DV

RESIDUALS STATISTICS ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3637	5.0238	4.3819	.62433	155
Residual	-1.41103	1.03232	.00000	.45299	155
Std. Predicted Value	-3.233	1.028	.000	1.000	155
Std. Residual	-3.105	2.271	.000	.997	155

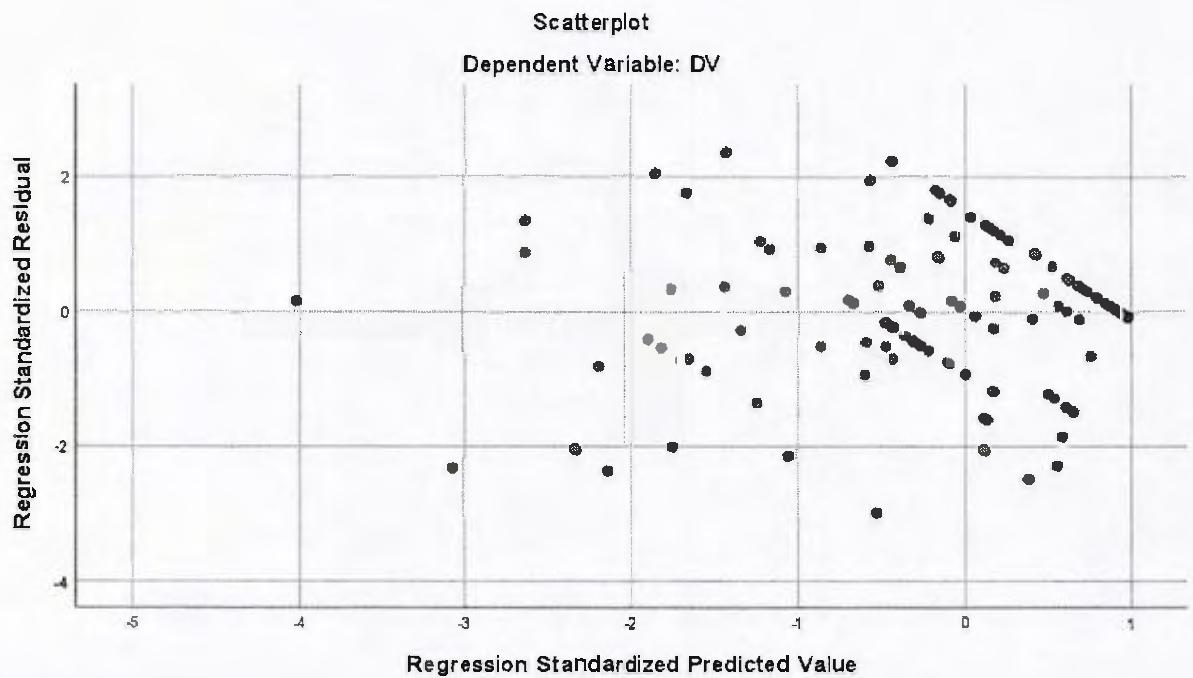
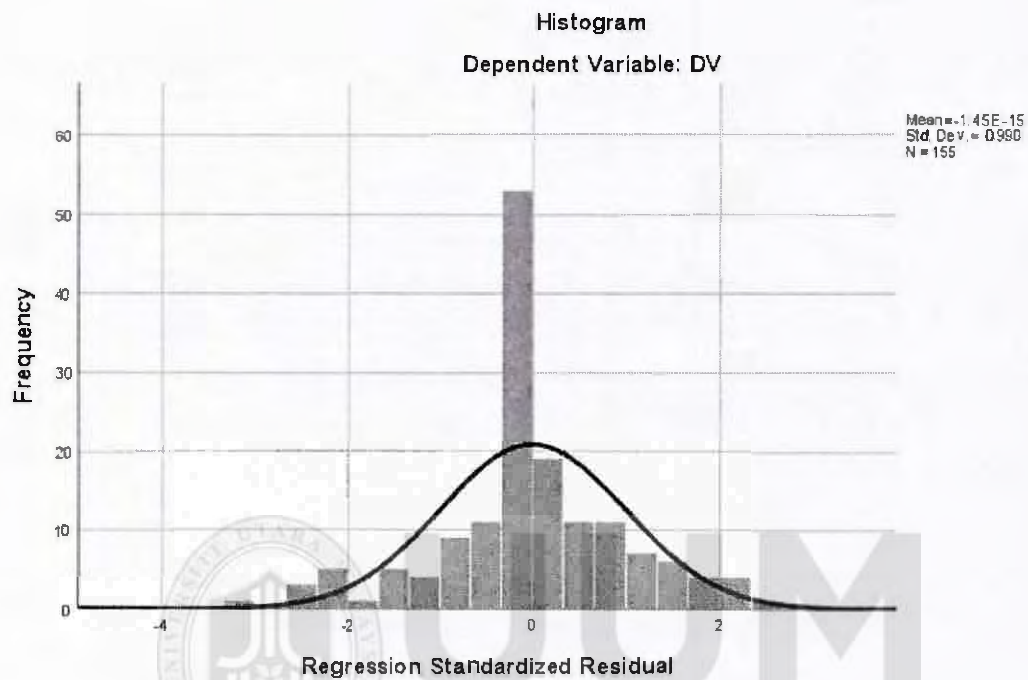
a. Dependent Variable: DV

COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.374	0.207		1.808	0.073		
	COM	0.094	0.064	0.106	1.472	0.143	0.352	2.840
	CG	0.251	0.096	0.234	2.609	0.010	0.226	4.433
	TD	0.585	0.068	0.580	8.663	0.000	0.407	2.457

b. Dependent Variable: DV

CHARTS



PEARSON CORRELATION

		COM	CG	TD	DV
COM	Pearson Correlation	1	.805**	.603**	.644**
	Sig. (2-tailed)		.000	.000	.000
	N	155	155	155	155
CG	Pearson Correlation	.805**	1	.770**	.766**
	Sig. (2-tailed)	.000		.000	.000
	N	155	155	155	155
TD	Pearson Correlation	.603**	.770**	1	.824**
	Sig. (2-tailed)	.000	.000		.000
	N	155	155	155	155
DV	Pearson Correlation	.644**	.766**	.824**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	155	155	155	155

** . Correlation is significant at the 0.01 level (2-tailed).



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